

APPENDIX A

SUMMARY OF EXECUTIVES JOB POSITION IN POWER STATIONS

APPENDIX A

SUMMARY OF EXECUTIVE JOB POSITIONS IN POWER STATIONS

Grade	Power Station	Chenderoh	Cameroon Highlands	Kenyir	Sungai Perak	Serdang	Paka	Prai	Connaught Bridge	Malaka	Kapar	Tuan Ku Jaafar	Sultan Iskandar	Total (By Grade)	
JG27/28							1				1			2	2
JG26/27				1	1			1	1			1	1	6	
JG26							1				2			3	9
JG25/26			1			1								2	
JG25					1		2	1	1			1	1	7	9
JG24/25	1										9			10	
JG24			2	1			8	2	2	1	4	4	2	26	36
JG23/24					4		3		2			5		14	
JG23			1	3	3		4	10	8	1	11	4	10	55	69
JG22/23							2	1	1		4		1	9	
JG22	1		5	1	3	2	3	4	2	5	9	4	5	44	53
JG21/22							1	1				2		4	
JG21						2	2	3	2		13	3	3	28	32
JG20/21/22						7		5				5		17	
JG20/21	3			2	6		7	1	2			1	2	24	41
JG19	5		6	8	2	8	7	2	7	5	7	1	6	64	64
Total (By Station)	10	15	16	16	24	41	31	31	28	12	60	31	31	315	375

LIST OF 12 TNB POWER STATIONS

1. STESEN JANAELEKTRIK SULTAN SALAHUDDIN ABDUL AZIZ,
KAPAR, SELANGOR
2. STESEN JANAELEKTRIK JAMBATAN CONNAUGHT,
KELANG, SELANGOR
3. STESEN JANAELEKTRIK SERDANG,
KAJANG, SELANGOR
4. STESEN JANAELEKTRIK TUANKU JAAFAR,
PORT DICKSON, NEGERI SEMBILAN
5. STESEN JANAELEKTRIK SULTAN ISKANDAR,
PASIR GUDANG, JOHOR
6. STESEN JANAELEKTRIK SULTAN ISMAIL,
PAKA, TERENGGANU
7. STESEN JANAELEKTRIK SULTAN MAHMUD,
KENYIR, KUALA BERANG, TERENGGANU
8. STESEN JANAELEKTRIK CAMERON HIGHLANDS,
TAPAH, PERAK
9. STESEN JANAELEKTRIK PERAI,
PERAI, PULAU PINANG
10. STESEN JANAELEKTRIK CHENDEROH,
SAUK, KUALA KANGSAR, PERAK
11. STESEN JANAELEKTRIK SUNGAI SUNGAI PERAK,
GRIK, PERAK
12. STESEN JANAELEKTRIK MELAKA,
TANJUNG KELING, MELAKA

APPENDIX B
SAMPLE OF PHASE 1 SURVEY FORMS

APPENDIX B
SAMPLE OF PHASE 1 SURVEY FORMS

TEN MOST IMPORTANT PROBLEMS THAT NEED TO BE
ADDRESSED BY TOP MANAGEMENT OF TNB GENERATION: THE
VIEW OF TNB POWER STATION EXECUTIVES

Dear TNB Power Station Executive,

First and foremost I would like to thank you for willing to participate in this research survey. Please allow me to introduce myself. I am a final year student in the Universiti Malaya/ Tenaga Nasional Berhad MBA program. As for our final research paper we have been instructed to carry out a research program that will benefit TNB. Hence in accordance with this directive, I am doing a research to identify the 10 most important managerial problems that can hinder the success of TNB Generation in attaining its vision and its short and long term objectives. The mission and vision statements of TNB Generation together with its goals and objectives have been projected by our General Manager in his Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993. These managerial problems are to be identified by the executives from all TNB power stations. Hence only executives of Grade JG 19 and above in TNB power stations are eligible to participate in this research. The goal of this research is to evaluate the current situation in TNB Generation and identify key managerial problems that need immediate attention and decision making by the TNB Generation top management. The objectives of this study are; 1. To identify the ten most important managerial problems in the TNB Generation and 2. To rank these problems in the order of importance and 3. To propose solutions to resolve these problems.

This study will be carried out in three phases using the Delphi technique. Phase 1 will involve the solicitation and preparation of managerial problems by the participants and a ranking process will be carried out in term of the frequencies of problems stated by the participants.

In Phase 2 the participants will be asked to rank the Phase 1 ranked problems in the order of importance. In Phase 3 the researcher will carry out the task of analyzing the key problems and propose solutions. A copy of the final report will be extended to the General Manager.

As for now, we are in the Phase 1 of the research. Please identify and explain briefly between 5 to 10 managerial problems currently faced by TNB Generation in the forms provided. The problems to be identified must be the problems of TNB Generation and not of TNB as a whole. Please write the title of each problem and then explained briefly the nature of such problem. Please write your grade and station on the column provided at the top of the form. I will ensure that your responses will be treated with confidentiality. Your openness and directness in your answers will ultimately benefit TNB Generation. As for your reference a copy of the TNB Generation mission, vision and objectives as per Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993 is attached.

Please return completed forms to me by 12th December, 1995. Your cooperation is highly appreciated. Thank you.

Yours sincerely,

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PHASE 1: IDENTIFICATION AND SOLICITATION OF KEY MANAGERIAL
PROBLEMS OF TNB GENERATION BY PARTICIPANTS(EXECUTIVES ONLY)

GRADE: JG

STATION: SJ

KEY PROBLEMS

1.TITLE: _____

EXPLANATION:

2.TITLE: _____

EXPLANATION:

3. TITLE: _____

EXPLANATION:

4. TITLE: _____

EXPLANATION:

5.TITLE:_____

EXPLANATION:

6.TITLE:_____

EXPLANATION:

7.TITLE: _____

EXPLANATION:

8.TITLE: _____

EXPLANATION:

9.TITLE:_____

EXPLANATION:

10.TITLE:_____

EXPLANATION:

VISION

*BE A LEADING POWER GENERATION
ENTERPRISE AND DELIVER WITH QUALITY AND
AT THE MOST COMPETITIVE PRICE.*

*Extracted from Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993

TRANSFORMING VISION INTO REALITY

(Extracts)

THE PURPOSE OF A VISION

Why do companies need to bother about vision?

1. Providing Direction for the Firm

- A vision provides an overall direction for an organisation to move towards.

2. Creating a Sense of Control

- One effective way to implant a sense of control is to develop a vision for a company.

3. Inspiring People to Outperform

- A vision which places much importance on what employees are doing will certainly enhance the meaning of their work.

4. Positioning the Firm to Compete

- A vision is created to enable the firm to compete strategically in the market place.

5. Providing the Impetus for Change

- To provide the impetus for change, a new leader can develop an exciting and compelling future for his organisation through a powerful vision.

6. Integrating the Firm

- A vision provides a common language and reference point to which all employees can relate (promotes teamwork and coordination between employees).

*Extracted from Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993

MAKING VISION A REALITY

One of the paramount attributes of a successful leader(s) is his (their) ability to inspire a compelling and exciting vision that will move his company and people forward. Some of the steps to be taken are:-

1. Communicate the vision clearly and consistently

- With simplicity to enable each employee to understand where he (she) can apply it in his or her daily work.

2. Lead by positive actions.

3. Empower people to live the Vision

- Managers to encourage staff to innovate, translate new ideas into practice, to improve business processes.

4. Reward positive actions and results

Full commitment to model and lead the crowd through positive actions can make the vision become a reality.

MISSION

TO EFFECTIVELY MANAGE THE GENERATION
BUSINESS USING TECHNOLOGY AND TEAM
WORK TO:

- 1) MEET PERFORMANCE TARGETS
- 2) SATISFY CUSTOMER NEEDS.
- 3) BE FULLY RESPONSIBLE AND
ACCOUNTABLE FOR RESOURCES AND
OUTPUTS.
- 4) CARE FOR THE ENVIRONMENT.

*Extracted from Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993

GOALS & OBJECTIVES

CATEGORY I : RE-ENGINEER BUSINESS PROCESS

1. OPTIMISE GENERATION CAPABILITIES/ OUTPUTS AND UNDERTAKE SHORT TO MEDIUM TERM PRODUCTION PLANNING THROUGH ESTABLISHMENT OF ENERGY TRADING UNIT.
2. RIGHT SIZING
3. CONTINUOUS SYSTEM AUDIT & INITIATE CORRECTIVE ACTIONS.

CATEGORY II : CHANGE MANAGEMENT

1. OPERATE POWER STATION AS PROFIT CENTER.
2. STATION TO MONITOR AND REDUCE COST PER UNIT SENT OUT BASED ON FIXED & VARIABLE COST.
3. MONITOR ON PERIODIC BASIS (MONTHLY) ON ALL KEY PARAMETERS & REPORT ON CEO'S BUSINESS REVIEW
4. ESTABLISH BUSINESS DEVELOPMENT UNIT.
5. TO INCULCATE BUSINESS SKILLS.

GOALS & OBJECTIVES

CATEGORY III : QUALITY OF WORK

1. TOTAL QUALITY MANAGEMENT
2. INFO NETWORK FOR EIS, FMIS, MMIS
3. BETTER COMMUNITY RELATIONS
4. EMPLOYEES OCCUPATIONAL SAFETY & HEALTHY
5. PLANT PERFORMANCE & TESTING UNIT
6. ESTABLISH R&D COORDINATE COMMITTEE.

CATEGORY IV : HUMAN RESOURCE MANAGEMENT

1. ESTABLISH RETRAINING PROGRAM FOR ALL GRADES O.
PERSONNEL
2. FORMULATE MULTI-SKILLING INITIATIVES
3. IMPLEMENT A MORE CONDUCTIVE WORK ENVIRONMENT.

*Extracted from Pekeliling Pengurus Besar (Penjanaan) dated 7th October 1993

APPENDIX C
SAMPLE OF PHASE 2 SURVEY FORMS

APPENDIX C
SAMPLE OF PHASE 2 SURVEY FORMS

TEN MOST IMPORTANT PROBLEMS THAT NEED TO BE ADDRESSED
BY TOP MANAGEMENT OF TNB GENERATION: THE VIEW
OF TNB POWER STATION EXECUTIVES
PHASE 2: THE RANKING OF PROBLEMS IDENTIFIED IN PHASE 1

Dear TNB Power Station Executive,

First and foremost I would like to thank you for willing to participate in the Phase 2 part of the research survey. I would also like to thank those managers and other executives who have participated in the Phase 1 part of the research survey. In phase 2, participants are required to rank the problems identified earlier by the participants in the Phase 1 of the survey. These managerial problems are to be ranked in the order of importance by the executives from all TNB power stations. Hence only executives of Grade JG 19 and above in TNB power stations are eligible to participate in this research. Those who did not participate in Phase 1 part of the research are also eligible to participate and are therefore encouraged to participate this time. By having more participation this time, I hope to get a very good consensus on what are the ten most important problems that need to be addressed by the top management of TNB Generation or the Generation Division.

In this phase the participants will be asked to rank the problems short-listed in Phase 1 in the order of importance from No.1 (the most important problem) to No.20 (the least important problem) according to their opinions. The list of the problems displayed in the ranking form on page 2 are the 20 most-mentioned problems gathered in the Phase 1 part of the research survey. Please ensure all the listed problems are ranked. As for your reference, a brief description on all the problems are given in Appendix 1. Please write your grade and station on the column provided at the top of the form. I will ensure that your responses will be treated with confidentiality. Your openness and directness in your rankings will ultimately benefit TNB Generation. Please return the completed form to me as soon as possible. Your cooperation is highly appreciated. Thank you.

Yours sincerely,

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03-3506371(House)
010-2100346(Handphone)

RANKING FORM

Please rank these problems in the order of importance from No.1 (the most important problem) to No.20 (the least important problem) according to your opinion. Please refer to Appendix 1 for detail description on each problem. Please write your grade and station.

GRADE: JG _____

STATION: _____

LIST OF PROBLEMS

RANK NO:

- | | |
|--|-------|
| a. Lack Of Commitment Of Managers And Staff | _____ |
| b. The Need For Training Of All Staff | _____ |
| c. Procurement Of Poor Quality Coals | _____ |
| d. Frequent Changing Of Station Manager | _____ |
| e. Inefficient Flow Of Information And Lack Of Communication | _____ |
| f. Crossover of Competent Staff To Other Organizations e.g. IPPs | _____ |
| g. Poor Human Resource Management And Planning | _____ |
| h. Improper Selection Of Staff For Overseas Training | _____ |
| i. Lack Of Empowerment Given To Stations | _____ |
| j. Unsatisfactory Reward, Salary And Appraisal System | _____ |
| k. Slow Decision Making Process By Management | _____ |
| l. Lack Of Teamwork | _____ |
| m. The Need For Managers With Good Leadership Qualities In HQ And Stations | _____ |
| n. Slow Promotion Of Executives | _____ |
| o. Slow And Long Process Of Procurement Of Spares And Services | _____ |
| p. Too Many Restructuring Exercises And Right Sizing Causing Problems | _____ |
| q. Lack Of Empathy Of Management In Solving Staff's Problems | _____ |
| r. Unavailability Of Managers And Executives Due To CMBA/EMBA Program | _____ |
| s. Poor Implementation Of Strategies To Achieve Goals | _____ |
| t. Direction Not Clear From Headquarters | _____ |

APPENDIX 1

a. Lack Of Commitment Of Managers And Staff

Some participants observed that since LLN was privatized as TNB, the attitude of our staff in Generation Division including power stations from top to bottom has not changed at all. There is a lack of commitment of staff (managers and other employees) in the whole of TNB Generation Division including power stations in striving to achieve our division goals and objectives.

b. The Need For Training Of All Staff

Many participants felt the training given to staff is not adequate. Training should be given to all staff to improve their competency and skill.

c. Procurement Of Poor Quality Coals

In the opinion of some participants, the Generation Division at Headquarters did not take due considerations on the opinion of the station in the purchasing of coals which resulted to purchasing poor quality and problematic coals. As a result the availability of the coal fired units are affected along with some other problems.

d. Frequent Changing Of Station Manager

Many participants felt that frequent changing of key personnel such as Station Manager have caused frequent changes of ideas and policies. This does not reflect correct management decision in order to ensure continuity in the sense of responsibility, commitment and accountability for the station development. As a result there is a lack of continuity in strategies adopted earlier by their predecessors to improve the performance of the station. In the long run the set objectives and overall performance will be affected.

e. Inefficient Flow Of Information And Lack Of Communication

Communication is a very important part of a good management. Many participants felt that TNB Generation is still lacking on communications. Staff are not being brief on plans and changes that are going to be made. Such failure often resulted to a lot of unclear and confusing information being received by the staff. Management should ensure that all staff clearly know and understand the division mission, vision, objectives and goals and also the policies and the implementation strategies adopted to improve the organization. Such practices will ensure our success in achieving our long term objectives. At present the time taken in the flow of information to the staff is long.

f. Crossover Of Competent Staff To Other Organizations e.g. IPPs

Many participants were concerned with the number of competent Power Station staff leaving TNB for other organizations such as IPPs and other private companies. This has resulted to Power Stations losing many competent and experienced staff.

g. Poor Human Resource Management And Planning

Many participants wrote that the slow filling up of complemented vacant posts has caused a lot of problems in their workplace. Replacement of retired or transferred staff normally arrived quite late. As an end result, high overtime payment incurred. If the financial matter is not a problem, it is pity to look at the staff who have to work long hours almost everyday. Constant restructuring on paper poses fear among staff. There was no plan on what to do with excess staff after the right sizing exercise. Plan should be made before hand to avoid the feeling of dissatisfaction among excess staff. The communication between Corporate Human Resource Management and Generation Division Human Resource Department seems lacking.

h. Improper Selection Of Staff For Overseas Training

Many participants voiced their frustration on the way staff were being selected for overseas training. It is quite common in Power Stations, staff related to the training were not being sent. But instead the training was given to unrelated personnel not maintaining or operating the related plant, either from HQ or from the same or other power station. In the end staff who were not sent for the overseas training would be maintaining or operating the plant. In other cases staff sent for specialized training were posted to section not related to such training.

i. Lack Of Empowerment Given To Stations

Many participants were concerned with the lack of authority given to stations which tends to delay the process of purchasing, filling up of vacant posts and other decision making. There is little empowerment given to stations in areas of procurement of spares and services, fuel, human resources. Such areas should be decentralized. Stations become very much dependent on HQ on every aspect.

j. Unsatisfactory Reward, Salary And Appraisal System

Many participants felt that TNB Generation does not give due consideration to reward and compensate adequately its power station staff who should be the ones compensated for their expertise and hard work. The salary is low as compared to some other companies. As a result the staff are less motivated. This kind of staff would fetch a higher salary in other organizations such as IPPs. No effort by TNB Generation was seen to sustain local expertise gained through a lot of investment. Better remuneration and career path are vital. Reward and incentives given to shift workers and those who hold competency certificate should be reviewed. The present appraisal system leads to a very subjective and personal evaluation. Many felt that the reward system should be revamped to suit changing industry or organization climate.

k. Slow Decision Making Process By Management

Many felt that decisions by management are slow in coming even after many meetings. The decision making process involves a lot of bureaucratic steps and a lot of time will be spent before a final decision is made.

l. Lack Of Teamwork

Many participants felt that we are not working as a team but emphasize only on sections or divisions. Team spirit is lacking. We are not thinking as an integrated entity. There is a lack of unity as a team.

m. The Need For Managers With Good Leadership Qualities In HQ And Stations

According to some participants, there is a need for managers with good leadership qualities and managerial skills in Headquarters and Stations to uplift the division and stations to a higher level of success.

n. Slow Promotion For Executives

Many participants felt that the promotion exercise is slow nowadays as compared to their divisions in TNB.

o. Slow And Long Process Of Procurement Of Spares And Services

Many participants felt that the process of procuring spares and services is slow due to long decision making and approval at the Headquarters levels. There are too many red tapes in the process of getting spares and awarding tenders and contracts. The slowness of the process often resulted to delay in the completion of important works. The level of authority on purchasing given to Station Managers is low. Station Manager should be given the authority accompanied by accountability to decide on matters related to spares and services.

p. Too Many Restructuring Exercises And Right Sizing Causing Problems

Many participants felt that the right sizing exercise is not proper and more like downsizing. The dramatic reduction of staff especially in the maintenance sections resulted to an increase in the workload. TNB Generation seems to be paying a great attention towards statistics rather than effectiveness and necessity.

q. Lack Of Empathy Of Management In Solving Staff's Problems

Many participants felt that many of our managers are insensitive to problems encountered by the staff.

r. Unavailability Of Managers And Executives Due To CMBA/ EMBA Program

Many participants felt that managers and executives attending CMBA/EMBA Program in IKATAN has resulted to delay in getting approval on certain items leaving engineers working under them to take all responsibilities. Approval cannot be done due to their absence and this is causing some delay in carrying out works.

s. Poor Implementation Of Strategies To Achieve Goals

Many participants felt that there were too many strategies being implemented but there was no check and balance. Before one strategy could be implemented another strategy overrides it and it continuous without any direction.

t. Direction Not Clear From Headquarters

Many participants felt that the TNB Generation is having an unclear direction. They mentioned that the policies keep changing and structures cannot be finalized. We need proper guidelines and clear direction on how to reach our vision.

APPENDIX D

OUTPUT OF MICROSOFT ACCESS ON CUMULATIVE SCORES OF
PROBLEMS

APPENDIX D

OUTPUT OF MICROSOFT ACCESS ON CUMULATIVE SCORES OF PROBLEMS

RANKING BY TNB POWER STATION EXECUTIVES

10-Feb-96

CountOfRespondent No:	136
SumOfProblem a:	550
SumOfProblem b:	222
SumOfProblem c:	65
SumOfProblem d:	143
SumOfProblem e:	411
SumOfProblem f:	129
SumOfProblem g:	711
SumOfProblem h:	140
SumOfProblem i:	541
SumOfProblem j:	567
SumOfProblem k:	600
SumOfProblem l:	229
SumOfProblem m:	693
SumOfProblem n:	317
SumOfProblem o:	285
SumOfProblem p:	538
SumOfProblem q:	282
SumOfProblem r:	75
SumOfProblem s:	466
SumOfProblem t:	501

NOTE: For identification of problem a to t , please refer to the ranking list in Appendix C.

SAMPLE OF FORM FOR INSERTING SCORES TO PROBLEMS
ON MICROSOFT ACCESS

SURVEY RESULTS	
Respondent No:	
Station:	
JG:	
Problem a:	
Problem b:	
Problem c:	
Problem d:	
Problem e:	
Problem f:	
Problem g:	
Problem h:	
Problem i:	
Problem j:	
Problem k:	
Problem l:	
Problem m:	
Problem n:	
Problem o:	
Problem p:	
Problem q:	
Problem r:	
Problem s:	
Problem t:	